PERFORMANCE AUDIT
OF THE

UNIFORM SERVICES BUREAU

MICHIGAN DEPARTMENT OF STATE POLICE

June 2002

55-141-01

EXECUTIVE DIGEST

UNIFORM SERVICES BUREAU

INTRODUCTION	This report, issued in June 2002, contains the results of our performance audit* of the Uniform Services Bureau (USB), Michigan Department of State Police (MSP).
AUDIT PURPOSE	This performance audit was conducted as part of the constitutional responsibility of the Office of the Auditor General. Performance audits are conducted on a priority basis related to the potential for improving effectiveness* and efficiency*.
BACKGROUND	USB's primary responsibilities include maintaining a road patrol; responding to citizen complaints; and formulating and implementing plans for cooperating with local public safety agencies for the purposes of prevention and discovery of crimes, apprehension of criminals, and preservation of law and order throughout the State.
	USB divides the State into 7 districts, which are comprised of 63 posts and 1 team*. USB also includes the Special Operations Division and the Motor Carrier Division. The Special Operations Division provides support services to all public safety agencies in the State. These include aviation, field support, operations, traffic, and prevention services. The audit did not include the Motor Carrier Division, which we audit separately.

See glossary at end of report for definition.

1

During fiscal year 2000-01, USB troopers drove 8,323,800 road patrol miles; assisted 77,258 motorists; investigated 270,357 complaints and 36,657 motor vehicle accidents; and issued 281,023 hazardous traffic citations, 77,010 nonhazardous traffic citations, and 12,935 operating under the influence of liquor citations.

As of September 30, 2001, USB (excluding the Motor Carrier Division) had 1,922 employee positions filled. This included 1,616 enlisted positions, 252 civilian positions, and 54 contractual positions. For the fiscal years ended September 30, 2000 and September 30, 2001, USB (excluding the Motor Carrier Division) expended $169.2 million and $179.0 million, respectively.

AUDIT OBJECTIVES, CONCLUSIONS, AND NOTEWORTHY ACCOMPLISHMENTS	**Audit Objective:** To assess the effectiveness of USB's Special Operations Division in identifying and implementing programs to address emerging public safety issues.

Conclusion: **We concluded that USB's Special Operations Division was effective in identifying and implementing programs to address emerging public safety issues.**

Noteworthy Accomplishments: MSP has taken a leading role in the effort to locate Michigan's missing children. The Prevention Services Section, part of USB's Special Operations Division, is responsible for maintaining Michigan's Missing Children Information Clearinghouse. Through the implementation of advanced technology (Technology to Recover Abducted Kids [TRAK] and Missing Kids 100,000) and partnerships (National Center for Missing and Exploited Children, United States Postal Service, and Amber Alert of Michigan), the Clearinghouse assists public safety agencies in conducting missing children investigations.

2

TRAK is a state-of-the-art computer system that assists public safety agencies by electronically producing and instantaneously distributing color fliers of missing children. TRAK shares information on missing children with the general public, schools, businesses, and other state and federal agencies within minutes.

The Missing Kids 100,000 program, sponsored by the National Center for Missing and Exploited Children, allows the Clearinghouse to place missing child photographs and information on the National Center for Missing and Exploited Children Interpol web site.

The Eagle Eye/Child Net Program is a partnership between the United States Postal Service and the Clearinghouse that utilizes postal carriers to watch for missing children. Postal carriers are provided a missing child flier that enables them to watch for the missing child while they are on their normal delivery routes.

Amber Alert of Michigan is a not-for-profit agency that is dedicated to act as a liaison between public safety agencies and the media, to quickly disseminate information on an endangered, missing child to the public. Working with Amber Alert of Michigan is the Michigan Association of Broadcasters, the Michigan Association of Chiefs of Police, the Michigan Sheriffs Association, and MSP.

When MSP is notified of a child's disappearance through any of these systems, all the programs available through the Clearinghouse are activated. By quickly disseminating information on the endangered missing child case, MSP takes a leading role in efforts to recover the child swiftly and safely.

Audit Objective: To assess the effectiveness of USB's field operations in providing public safety services.

Conclusion: We concluded that USB's field operations were effective in providing public safety services.

AUDIT SCOPE AND METHODOLOGY	Our audit scope was to examine the program and other records of the Uniform Services Bureau. Our audit was conducted in accordance with *Government Auditing Standards* issued by the Comptroller General of the United States and, accordingly, included such tests of the records and such other auditing procedures as we considered necessary in the circumstances. Our methodology included the testing of records primarily covering the period October 1, 1999 through September 30, 2001. We conducted a preliminary review of USB's operations to gain an understanding of the activities and to form a basis for selecting certain operations for audit. This included discussions with staff regarding their functions and responsibilities and review of program and financial records.
PRIOR AUDIT FOLLOW-UP	MSP had complied with 5 of the 6 prior audit recommendations. The other recommendation is no longer applicable.

June 6, 2002

Colonel Stephen D. Madden, Director
Michigan Department of State Police
714 South Harrison Road
East Lansing, Michigan

Dear Colonel Madden:

This is our report on the performance audit of the Uniform Services Bureau, Michigan Department of State Police.

This report contains our executive digest; description of agency; audit objectives, scope, and methodology and prior audit follow-up; comments; a description of surveys and summaries of survey responses, presented as supplemental information; and a glossary of acronyms and terms.

Our comments are organized by audit objective.

We appreciate the courtesy and cooperation extended to us during this audit.

Sincerely,

Thomas H. McTavish, C.P.A.
Auditor General

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TABLE OF CONTENTS

UNIFORM SERVICES BUREAU
MICHIGAN DEPARTMENT OF STATE POLICE

INTRODUCTION

COMMENTS

SUPPLEMENTAL INFORMATION

GLOSSARY

Description of Agency

The Uniform Services Bureau's (USB's) primary responsibilities include maintaining a road patrol; responding to citizen complaints; and formulating and implementing plans for cooperating with local public safety agencies for the purposes of prevention and discovery of crimes, apprehension of criminals, and preservation of law and order throughout the State.

The Michigan Department of State Police (MSP) personnel most visible to the public are the troopers of USB. Their primary responsibilities are to deter criminal activity, arrest persons who break the law, and assist local public safety agencies in their efforts to protect the public. Troopers are assigned to work in locations Statewide and have authority across jurisdictional boundaries. USB troopers provide a full range of services, including the investigation of crimes, apprehension of criminals, the patrolling of traffic, and the preservation of law and order throughout the State. USB divides the State into 7 districts, which are comprised of 63 posts and 1 team. USB also utilizes resident troopers, detachments, and satellite offices to provide services to remote portions of some post areas.

USB also includes the Special Operations Division and the Motor Carrier Division. The audit did not include the Motor Carrier Division, which we audit separately. The Special Operations Division provides a wide range of support services to all public safety agencies in the State. These include aviation, field support, operations, traffic, and prevention services.

The Aviation Section provides essential aviation support to all Michigan public safety agencies and to the citizen community at large in such areas as search and rescue, traffic enforcement, traffic control, security, training, and investigative and administrative flights. The Field Support Section provides specialized services in support of all public safety agencies within the State. The Field Support Section consists of the Canine Unit, the Emergency Support Team Unit, and the Underwater Recovery Unit. The Operations Center is MSP's 24-hour-a-day command and control center. The Center coordinates MSP activities and MSP's response to a wide variety of requests for information and specialized law enforcement services. The Traffic Services Section provides training, education, and traffic safety expertise to the public safety community and the general public. The Prevention Services Section coordinates and provides program support in the areas of crime prevention, family violence, and juvenile justice

and for the Teaching, Educating, And Mentoring (T.E.A.M.) school liaison program and the Michigan's Missing Children Information Clearinghouse.

During fiscal year 2000-01, USB troopers drove 8,323,800 road patrol miles; assisted 77,258 motorists; investigated 270,357 complaints and 36,657 motor vehicle accidents; and issued 281,023 hazardous traffic citations, 77,010 nonhazardous traffic citations, and 12,935 operating under the influence of liquor citations.

As of September 30, 2001, USB (excluding the Motor Carrier Division) had 1,922 employee positions filled. This included 1,616 enlisted positions, 252 civilian positions, and 54 contractual positions. For the fiscal years ended September 30, 2000 and September 30, 2001, USB (excluding the Motor Carrier Division) expended $169.2 million and $179.0 million, respectively.

Audit Objectives, Scope, and Methodology
and Prior Audit Follow-Up

Audit Objectives

Our performance audit of the Uniform Services Bureau (USB), Michigan Department of State Police, had the following objectives:

1. To assess the effectiveness of USB's Special Operations Division in identifying and implementing programs to address emerging public safety issues.

2. To assess the effectiveness of USB's field operations in providing public safety services.

Audit Scope

Our audit scope was to examine the program and other records of the Uniform Services Bureau. Our audit was conducted in accordance with *Government Auditing Standards* issued by the Comptroller General of the United States and, accordingly, included such tests of the records and such other auditing procedures as we considered necessary in the circumstances.

Audit Methodology

Our audit procedures, conducted from June through October 2001, included the testing of records primarily covering the period October 1, 1999 through September 30, 2001. We conducted a preliminary review of USB's operations to gain an understanding of the activities and to form a basis for selecting certain operations for audit. This included discussions with staff regarding their functions and responsibilities and review of program and financial records.

We reviewed USB's strategic plan and status reports, interviewed personnel in the Special Operations Division sections, reviewed the post community service officer (PCSO) activity reports, and reviewed the Teaching, Educating, And Mentoring (T.E.A.M.) program development and instructor training information. We also accompanied district inspectors on post inspections, observed troopers from various posts by riding along with them in their patrol cars during their assigned shifts, and reviewed staffing and operations records.

In addition, we conducted five surveys (see supplemental information). The first survey requested feedback from various agencies on the effectiveness and quality of the specialized services received from the Special Operations Division. The second survey requested feedback from the PCSOs on the effectiveness of the PCSO program and the impact on their communities. The third, fourth, and fifth surveys requested feedback on the effectiveness of USB's operations from the post commanders, sergeants, and troopers, respectively.

Prior Audit Follow-Up
The Department had complied with 5 of the 6 prior audit recommendations. The other recommendation is no longer applicable.

COMMENTS

EFFECTIVENESS IN IDENTIFYING AND IMPLEMENTING PROGRAMS TO ADDRESS EMERGING PUBLIC SAFETY ISSUES

COMMENT

Audit Objective: To assess the effectiveness of the Uniform Services Bureau's (USB's) Special Operations Division in identifying and implementing programs to address emerging public safety issues.

Conclusion: We concluded that USB's Special Operations Division was effective in identifying and implementing programs to address emerging public safety issues.

Noteworthy Accomplishments: The Michigan Department of State Police (MSP) has taken a leading role in the effort to locate Michigan's missing children. The Prevention Services Section, part of USB's Special Operations Division, is responsible for maintaining Michigan's Missing Children Information Clearinghouse. Through the implementation of advanced technology (Technology to Recover Abducted Kids [TRAK] and Missing Kids 100,000) and partnerships (National Center for Missing and Exploited Children, United States Postal Service, and Amber Alert of Michigan), the Clearinghouse assists public safety agencies in conducting missing children investigations.

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When MSP is notified of a child's disappearance through any of these systems, all the programs available through the Clearinghouse are activated. By quickly disseminating information on the endangered missing child case, MSP takes a leading role in efforts to recover the child swiftly and safely.

EFFECTIVENESS IN PROVIDING PUBLIC SAFETY SERVICES

COMMENT

Audit Objective: To assess the effectiveness of USB's field operations in providing public safety services.

Conclusion: We concluded that USB's field operations were effective in providing public safety services.

SUPPLEMENTAL INFORMATION

We developed 5 surveys to assist in our audit of the Uniform Services Bureau (USB):

1. Specialized Services (Exhibit A)

   This survey requested feedback from various organizations on the effectiveness and quality of the specialized services delivered by the Special Operations Division. These services included accident crash reconstruction, aviation, canine, emergency support, and underwater recovery. We mailed 293 surveys to 266 organizations. The organizations were as follows: 83 local police departments, 74 Michigan Department of State Police (MSP) posts, 52 sheriffs' departments, 29 correctional facilities, 14 schools, and 14 other organizations. We received a total of 188 responses (64%) to our survey, which are summarized in Exhibit A. The responses indicated that most users were satisfied with the effectiveness and quality of the services they received.

2. Post Community Service Officers (Exhibit B)

   This survey requested feedback from Post Community Service Officers (PCSOs) on the effectiveness of the PCSO program. At the time of our survey, the team and 62 of the 63 MSP posts had designated a PCSO whose main focus was to educate the respective community citizens on topics such as drug abuse, crime prevention, and other public safety issues. We mailed surveys to all 63 PCSOs. We received a total of 43 responses (68%) to our survey, which are summarized in Exhibit B. The responses indicated that generally the PCSOs believe that they are having a positive impact on the citizens of their communities.

3. Post Commanders (Exhibit C)

   This survey requested feedback from post commanders on USB's operations. MSP's 63 posts and 1 team have First Lieutenant commanders assigned to them. We sent surveys to 62 post commanders, as there were 2 post commander vacancies at the time of our survey mailing. The survey asked post commanders various questions about post operations that would facilitate drawing conclusions on the level of effectiveness and efficiency with which MSP delivers its public safety services. We received a total of 51 (82%) responses to our survey, which are summarized in Exhibit C. The post commanders identified areas of concern such as lacking troopers for staffing the team and posts, using sergeants for

administrative and clerical duties instead of direct supervision of troopers, and not having the posts open 24 hours a day, 7 days a week.

4.   Sergeants (Exhibit D)

This survey requested feedback from sergeants on USB operations. We mailed surveys to 62 sergeants located in posts throughout the State. We received a total of 32 (52%) responses to our survey, which are summarized in Exhibit D. The sergeants identified clerical duties assigned to them and the lack of resources to allow them to directly supervise troopers on the road as areas of concern.

5.   Troopers (Exhibit E)

This survey requested feedback from troopers on USB operations. We mailed surveys to 271 troopers located throughout the State. We received a total of 128 (47%) responses to our survey, which are summarized in Exhibit E. The troopers identified time spent on report writing, time spent on administrative and clerical duties, and lack of computers in the patrol cars as areas of concern.

UNIFORM SERVICES BUREAU
Michigan Department of State Police
Specialized Services
Summary of Survey Results

Surveys distributed   293
Number of responses   188
Response rate   64.2%

The total number of responses for each item may not agree with the number of responses noted above because some respondents provided more than one response to an item and other respondents did not answer all items.

1.   Did you receive the service requested? If not, please explain.

Do not know/No
a.   172 (91.5%)   Yes   b.   5 (2.7%)   No   c.   11 (5.9%)   record available

For the "No" answers, respondents indicated that they had canceled the request before the service provider arrived.

2.   What were your expectations of the quality of specialized service before you received the service?

a.   126 (73.3%)   Very high
b.   27 (15.7%)   Somewhat high
c.   16 (9.3%)   Neither high nor low
d.   3 (1.7%)   Somewhat low
e.   0   Very low

3.   Please rate the following attributes of the service received:

	Very Good	Good	Average	Poor	Very Poor	Not Applicable
Timeliness	135 (78.5%)	25 (14.5%)	5 (2.9%)	3 (1.7%)	2 (1.2%)	2 (1.2%)
Availability	120 (71.4%)	33 (19.6%)	9 (5.4%)	3 (1.8%)		3 (1.8%)
Completeness	148 (86.0%)	16 (9.3%)	7 (4.1%)			1 (0.6%)
Usefulness	145 (84.3%)	18 (10.5%)	6 (3.5%)	2 (1.2%)		1 (0.6%)
Effectiveness	128 (74.4%)	28 (16.3%)	12 (7.0%)	3 (1.7%)		1 (0.6%)
Overall Quality	143 (84.1%)	18 (10.6%)	8 (4.7%)			1 (0.6%)

If you rated overall quality as less than very good, what would it take to improve your overall satisfaction?

Responses to this question varied. The most common responses were quicker response times, more canine units available, and dogs being able to keep their sense of smell for longer durations of time.

17

4. Please rate the following attributes for the person(s) from whom you received the service:

	Very Good	Good	Average	Poor	Very Poor	Not Applicable
Knowledge of duties	160 (93.0%)	9 (5.2%)	1 (0.6%)			2 (1.2%)
Responsiveness	152 (88.9%)	15 (8.8%)		2 (1.2%)		2 (1.2%)
Courtesy	158 (91.9%)	8 (4.7%)	3 (1.7%)	1 (0.6%)		2 (1.2%)
Professionalism	160 (93.0%)	7 (4.1%)	2 (1.2%)	1 (0.6%)		2 (1.2%)
Helpfulness	136 (79.5%)	29 (17.0%)	4 (2.3%)			2 (1.2%)

5. How did the service that you received compare to your expectations?

    a. 50 (29.4%)   Greatly exceeded my expectations
    b. 33 (19.4%)   Somewhat exceeded my expectations
    c. 84 (49.4%)   Was about what I expected
    d.   2 (1.2%)   Fell somewhat short of my expectations
    e.   1 (0.6%)   Fell very short of my expectations

The survey document did not contain a section for additional comments; however, many respondents added positive comments commending the responsiveness, cooperativeness, and professionalism demonstrated by the officers that provided specialized services.

18

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UNIFORM SERVICES BUREAU
Michigan Department of State Police
Survey of Post Community Service Officers (PCSOs)
Summary of Survey Results

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Surveys distributed   63
Number of responses 43
Response rate   68.3%

The total number of responses for each item may not agree with the number of responses noted above because some respondents provided more than one response to an item and other respondents did not answer all items.

1.   Please indicate which of the following activities you perform.

ACTIVITY	YES	NO
T.E.A.M. school liaison/instructor	39 (90.7%)	4 (9.3%)
Prevention/investigation of child abuse and neglect	38 (88.4%)	5 (11.6%)
Prevention and investigation of domestic violence	37 (86.0%)	6 (14.0%)
Juvenile law and apprehension procedures	36 (83.7%)	7 (16.3%)
Promotion of drug and violence awareness	40 (95.2%)	2 (4.8%)
Promotion of crime prevention	39 (92.9%)	3 (7.1%)
Building public relations and community partnerships	42 (100.0%)	
Road patrol	36 (83.7%)	7 (16.3%)
Desk duty	35 (83.3%)	7 (16.7%)
Court officer	32 (74.4%)	11 (25.6%)
D.A.R.E. instructor	2 (4.8%)	40 (95.2%)
Administration	14 (33.3%)	28 (66.7%)
Missing Children Information Clearinghouse	8 (19.0%)	34 (81.0%)
Other: criminal complaints and investigations; criminal sexual conduct investigations; background investigations; vehicle/radar/laser maintenance; community service projects; elder abuse investigations; recruiting; firearms instructor; underwater recovery team; elementary school safety program; child restraint technician.	15	

2.   Please indicate your usual shift assignment/work schedule.

39 (92.9%)	Day shift
2 (4.8%)	Afternoon shift
1 (2.4%)	Midnight shift

3. Do you believe that your shift assignment/work schedule allows you the optimum exposure to your community?

   a. _40 (93.0%)_   Yes   b. _3 (7.0%)_   No

4. Please indicate how often you exchange ideas and best practices with other PCSOs using the following methods:

	Very Frequently	Somewhat Frequently	Somewhat Infrequently	Very Infrequently
Telephone conversations	7 (16.3%)	14 (32.6%)	12 (27.9%)	10 (23.3%)
District meetings	5 (11.9%)	9 (21.4%)	8 (19.0%)	20 (47.6%)
Statewide meetings	1 (2.3%)	11 (25.6%)	10 (23.3%)	21 (48.8%)
Newsletter	1 (2.4%)	6 (14.3%)	12 (28.6%)	23 (54.8%)
E-mail	9 (20.9%)	16 (37.2%)	8 (18.6%)	10 (23.3%)
Other: fax monthly PCSO report	2			
Other: meeting with other school liaison officers		1		
Other: in person				1

Please list any suggestions you have for improving opportunities to exchange ideas with other PCSOs.

  Responses to this question varied. The most common responses were more meetings with other PCSOs, increased use of e-mail, and increased support by post commanders.

5. How effective do you think that your PCSO activities have been in building community support for both prevention and public safety efforts?

   a. _29 (67.4%)_   Very effective   c. _3 (7.0%)_   Somewhat ineffective
   b. _10 (23.3%)_   Somewhat effective   d. _1 (2.3%)_   Very ineffective

6. Have you implemented the T.E.A.M. program in your community?

   a. _38 (88.4%)_   Yes   b. _5 (11.6%)_   No

7. Do you have any tools or methods with which to measure the effectiveness of the T.E.A.M. program?

   a. _15 (34.9%)_   Yes   b. _28 (65.1%)_   No

If Yes, please identify.

  Responses to this question varied. The most common response was feedback from the teachers, students, and parents.

8. Based on your personal experiences, please rate the T.E.A.M. program's effectiveness in the following categories:

	Very Effective	Somewhat Effective	Somewhat Ineffective	Very Ineffective	No Opinion
Making schools and communities safer	19 (45.2%)	12 (28.6%)	1 (2.4%)	1 (2.4%)	9 (21.4%)
Promoting responsible citizenship	21 (50.0%)	12 (28.6%)	1 (2.4%)		8 (19.0%)
Encouraging positive character traits	24 (55.8%)	8 (18.6%)	2 (4.7%)		9 (20.9%)
Preventing drug use	7 (16.7%)	21 (50.0%)	3 (7.1%)	1 (2.4%)	10 (23.8%)
Preventing crime	10 (23.8%)	20 (47.6%)	1 (2.4%)	1 (2.4%)	10 (23.8%)
Other: improving student/police relations	2				

9. Please indicate the approximate dollar value provided by each of the following sources to fund your T.E.A.M. supplies and other PCSO promotional supplies on an annual basis.

Source	Approximate Annual Dollar Value Range
Post budget	$0 to $3,000
Monetary donations from local businesses	$0 to $1,500
In-kind donations from local businesses	$0 to $ 500
Monetary donations from individual citizens	$0 to $ 300
In-kind donations from individual citizens	$0 to $ 500
Fundraisers	$0 to $ 600
Materials provided by Prevention Services Section	$0 to $5,000
Grants or in-kind donations from nonprofit entities or foundations	$0 to $1,900

Exhibit C

UNIFORM SERVICES BUREAU
Michigan Department of State Police (MSP)
Survey of Post Commanders
Summary of Survey Responses

Surveys distributed   62
Number of responses   51
Response rate   82.3%

The total number of responses for each item may not agree with the number of responses noted above because some respondents provided more than one response to an item and other respondents did not answer all items.

1. Do you have access to the official orders?

    __51 (100.0%)__   Yes   __0__   No

    If Yes, what methods do you use to access the official orders? (please check all that apply)

__3__	Official order binder maintained at the post
__50__	MSP intranet
__2__	Other: some paper copies are maintained of critical orders; forms manual.

2. Please indicate how you are made aware of new or revised official orders. (please check all that apply)

__1__	Copies of orders are distributed to post commanders
__38__	MSP intranet
__38__	E-mail
__1__	Other

3. From the time that MSP issues new or revised official orders, generally how long is it before you receive the orders?

__32 (69.6%)__	1 to 5 business days
__6 (13.0%)__	6 to 10 business days
__6 (13.0%)__	11 to 20 business days
__2 (4.3%)__	More than 20 business days

4. Please indicate what resources you use to analyze crime trends affecting your area. (please check all that apply)

__0__	I do not perform any crime trend analysis.
__27__	Federal Bureau of Investigation (FBI) annual uniform crime report
__39__	MSP activity comparison report
__30__	911 board meetings
__39__	Discussions with other post commanders/troopers
__41__	Discussions with local/county/federal public safety officers
__8__	Local crime trend reports: Central Dispatch CAD system; chiefs meeting; MSP uniform crime trend report; Automated Incident Capture System (AICS) with local and county agencies; local agencies' annual reports.
__8__	Other: MSP uniform crime trend report; AICS reports; crime task force; post detective and area detective meetings; the media.

5. How satisfied are you with the comprehensiveness of the training provided to you in enabling you to perform your job duties?

9 (17.6%)	Completely satisfied
23 (45.1%)	Mostly satisfied
17 (33.3%)	Somewhat satisfied
0	Mostly dissatisfied
2 (3.9%)	Completely dissatisfied

If you indicated less than "Completely satisfied," please indicate what additional training would be beneficial.

Responses to this question varied. The most common responses were issues and concepts unique to the post commander position, budgeting, terrorism response, biochemical agents and response, computer training, and mentoring.

6. The Uniform Services Bureau uses the Police Allocation Manual (PAM) model to generate a recommended staffing level for each post throughout the State. Please answer Yes or No to the following questions.

	Yes	No
Is your post currently staffed at the PAM level?	11 (21.6%)	40 (78.4%)
Is the number of troopers generated by the PAM model adequate to staff your post?	26 (51.0%)	25 (49.0%)

If the PAM model staffing level is not adequate to staff your post, how many additional troopers would be needed to adequately staff your post?

Responses to this question varied. The responses ranged from 1 to 15 additional officers needed to adequately staff the post. The average number of additional officers needed was 5.

7. Please indicate how you feel the amount of overtime worked by the troopers at your post impacts how effectively they perform their duties.

9 (17.6%)	Very positively
34 (66.7%)	Positively
6 (11.8%)	No impact
2 (3.9%)	Negatively
0	Very negatively

If you responded with "Negatively" or "Very negatively," please indicate what adverse effects it has.

The two responses to this question were that troopers were tired and less productive and that it negatively impacts the troopers' personal lives because of time spent in court on their days off.

8. Are there duties currently assigned to you or your troopers that you believe are an inappropriate or ineffective use of time?

32 (62.7%)   Yes   19 (37.3%)   No

If Yes, please specify.

Responses to this question varied. The most common responses were clerical work, paperwork, maintenance, janitorial work, purchasing, detective work, and serving subpoenas.

9. Are there duties not currently assigned to you or your troopers that you believe, if assigned, would enhance public safety?

15 (32.6%) Yes   31 (67.4%) No

If Yes, please specify.

Responses to this question varied. The most common responses included sergeants assigned to road patrol to provide direct supervision to troopers, additional traffic patrol, and additional community involvement and exposure.

10. Please answer Yes or No to the following questions related to post hours.

	Yes	No
Is your post open 24 hours a day/7 days a week?	13 (25.5%)	38 (74.5%)
Do you believe your post should be open 24 hours a day/7 days a week?	46 (92.0%)	4 (8.0%)
Do you believe the public expects your post to be open 24 hours a day/7 days a week?	44 (86.3%)	7 (13.7%)

Comments

Responses to this question varied. The responses were overwhelmingly supportive of the posts being open 24 hours a day/ 7 days a week in order to serve the public and provide adequate supervision of the troopers.

11.

	a. Please indicate if you have access to the following technologies:			b. If No, please indicate if access to these technologies would enable you to perform your job duties more effectively.	
	Yes	No		Yes	No
Internet access at the post	50 (100.0%)				
E-mail access at the post	50 (100.0%)				
Computers in your post's patrol cars	12 (24.0%)	38 (76.0%)		30 (96.8%)	1 (3.2%)
Video recording systems in your post's patrol cars	41 (83.7%)	8 (16.3%)		5 (71.4%)	2 (28.6%)
800 MHz radio system	39 (78.0%)	11 (22.0%)		8 (100.0%)	
Other: laptop computers; mobile data terminals; video recorders; crime mapping technology.		2		2	

12. Is there other technology that is currently not available to you would make your work more:

	Yes	No	Do Not Know
Effective	20 (46.5%)	4 (9.3%)	19 (44.2%)
Efficient	18 (47.4%)	3 (7.9%)	17 (44.7%)

If Yes, please specify.

Responses to this question varied. The most common responses were video recorders in cars, laptop computers or mobile data terminals in cars, vehicle locators, e-mail, and voice mail.

13. Please rate the quality of the equipment assigned to your post.

	Excellent	Good	Fair	Poor	Very Poor	No Opinion
Vehicles	22 (44.0%)	24 (48.0%)	4 (8.0%)			
Long gun(s)	28 (57.1%)	20 (40.8%)	1 (2.0%)			
Hand guns - primary	46 (93.9%)	3 (6.1%)				
Hand guns - secondary	17 (34.7%)	21 (42.9%)	9 (18.4%)	2 (4.1%)		
Kevlar vest	26 (53.1%)	18 (36.7%)	4 (8.2%)		1 (2.0%)	
800 MHz radio system	23 (46.9%)	14 (28.6%)	1 (2.0%)			11 (22.4%)
Computers	11 (22.4%)	15 (30.6%)	21 (42.9%)	2 (4.1%)		
Office furniture	7 (14.3%)	17 (34.7%)	17 (34.7%)	7 (14.3%)	1 (2.0%)	
Building	8 (15.4%)	8 (15.4%)	11 (21.2%)	14 (26.9%)	10 (19.2%)	1 (1.9%)
Video recording system	4 (8.7%)	21 (45.7%)	11 (23.9%)	1 (2.2%)	3 (6.5%)	6 (13.0%)
Other: furniture		1				
Other: local and county radios; lack of videos in cars				3		
Other: fax and copy machines; wellness center; garage					2	

14. Please add any additional comments or suggestions that you have regarding improving the Uniform Services Bureau's effectiveness or efficiency.

Responses to this question varied. The most common responses were related to budget issues, staffing issues, and working conditions.

UNIFORM SERVICES BUREAU
Michigan Department of State Police (MSP)
Survey of Sergeants
Summary of Survey Results

Surveys distributed   62
Number of responses   32
Response rate   51.6%

The total number of responses for each item may not agree with the number of responses noted above because some respondents provided more than one response to an item and other respondents did not answer all items.

1. Do you have access to the official orders?

    34 (100.0%)   Yes   0   No

    If Yes, what methods do you use to access the official orders? (please check all that apply)

        4   Official order binder maintained at the post
        34   MSP intranet
        0   Other

2. Please indicate how you are made aware of new or revised official orders. (please check all that apply)

        1   Copies of orders are distributed to all troopers at the post
        1   Copies of orders are posted in a central location at the post
        22   MSP intranet
        20   E-mail
        1   Other: current materials book; word of mouth.

3. From the time that MSP issues new or revised official orders, generally how long is it before you receive the orders?

        15 (55.6%)   1 to 5 business days
        6 (22.2%)   6 to 10 business days
        2 (7.4%)   11 to 20 business days
        4 (14.8%)   More than 20 business days

4. Please indicate what resources you use to analyze crime trends affecting your area. (please check all that apply)

        13   I do not perform any crime trend analysis.
        3   Federal Bureau of Investigation (FBI) annual uniform crime report
        9   MSP activity comparison report
        4   911 board meetings
        20   Discussions with other troopers
        12   Discussions with local/county/federal public safety officers
        1   Local crime trend reports
        4   Other: complaint review; crash information from the mainframe.

5. How satisfied are you with the comprehensiveness of the training provided to you in enabling you to perform your job duties?

1 (2.9%)	Completely satisfied
16 (47.1%)	Mostly satisfied
14 (41.2%)	Somewhat satisfied
2 (5.9%)	Mostly dissatisfied
1 (2.9%)	Completely dissatisfied

If you indicated less than "Completely satisfied," please indicate what additional training would be beneficial.

Responses to this question varied. The most common responses were computer, accounting, budget process, personnel, and operations training; legal updates; project management; Law Enforcement Information Network (LEIN) operations; current law enforcement topics; and guidelines for new sergeants.

Questions 6 through 9 address overtime issues. If you do not work any overtime, please skip to question 10.

6. Please estimate how many hours of overtime you have worked in an average pay period during the past six months.

19 (70.4%)	1 to 5 hours	0	16 to 20 hours
7 (25.9%)	6 to 10 hours	0	Over 20 hours
1 (3.7%)	11 to 15 hours		

7. Please indicate which of the following describes the amount of overtime that you work.

0	Too much
8 (28.6%)	Just right
20 (71.4%)	Not enough

8. Please indicate how the amount of overtime you work impacts how effectively you perform your duties?

4 (14.3%)	Very positively
5 (17.9%)	Positively
17 (60.7%)	No impact
2 (7.1%)	Negatively
0	Very negatively

If you responded with "Negatively" or "Very negatively," please indicate what adverse effects it has.

Responses to this question varied. The most common response was negative impact on morale.

9. Please indicate which of the following factors contributes to the amount of overtime you are required to work: (please check all that apply)

15	Staff shortage
3	Court appearances
14	Special events
12	Other: holidays; Emergency Support Team activities; training firearms instructor; travel; crime scene technician.

10. Are there duties to which you are currently assigned that you believe are an inappropriate or ineffective use of time?

      <u>17 (58.6%)</u>   Yes   <u>12 (41.4%)</u>   No

    If Yes, please specify.

<u>Responses to this question varied. The most common responses were clerical duties; data entry into LEIN, MAIN (Michigan Administrative Information Network), and the Data Collection and Distribution System (DCDS); filing; cleaning; answering phones; duplicated work for daily activity and the time and attendance (PD-89) forms; and warrant entries.</u>

11. Are there duties not currently assigned to you that you believe, if assigned, would enhance public safety?

      <u>12 (41.4%)</u>   Yes   <u>17 (58.6%)</u>   No

    If Yes, please specify.

<u>Responses to this question varied. The most common responses were supervising troopers on the road, meeting with citizens, and educating the public.</u>

12.

	a. Please indicate if you have access to the following technologies:			b. If No, please indicate if access to these technologies would enable you to perform your job duties more effectively.	
	Yes	No		Yes	No
Internet access at the post	33 (100.0%)				
E-mail access at the post	31 (93.9%)	2 (6.1%)			
Computer in your patrol car	3 (9.7%)	28 (90.3%)		17 (85.0%)	3 (15.0%)
Video recording system in your patrol car	21 (70.0%)	9 (30.0%)		4 (50.0%)	4 (50.0%)
800 MHz radio system	26 (83.9%)	5 (16.1%)		3 (100.0%)	
Other	1 (100.0%)				

13. Is there other technology that is currently not available to you that would make your work more:

	Yes	No	Do Not Know
Effective	9 (39.1%)	2 (8.7%)	12 (52.2%)
Efficient	10 (43.5%)	2 (8.7%)	11 (47.8%)

If Yes, please specify.

<u>Responses to this question varied. The most common responses were in-car computers with LEIN, scheduling spreadsheets, project management software, computer training, statistical analysis software, and palm pilot computers.</u>

14. Please rate the quality of the equipment assigned to you or available for your use.

	Excellent	Good	Fair	Poor	Very Poor	No Opinion
Vehicle	11 (35.5%)	18 (58.1%)	2 (6.5%)			
Long gun(s)	17 (54.8%)	11 (35.5%)	2 (6.5%)			1 (3.2%)
Hand gun - primary	30 (90.9%)	3 (9.1%)				
Hand gun - secondary	8 (25.0%)	8 (25.0%)	10 (31.3%)	5 (15.6%)	1 (3.1%)	
Kevlar vest	9 (27.3%)	17 (51.5%)	7 (21.2%)			
Radar	6 (18.8%)	21 (65.6%)	4 (12.5%)			1 (3.1%)
Laser	9 (28.1%)	15 (46.9%)	1 (3.1%)	2 (6.3%)	1 (3.1%)	4 (12.5%)
Preliminary breath testers	10 (31.3%)	18 (56.3%)	2 (6.3%)			2 (6.3%)
800 MHz radio system	15 (46.9%)	9 (28.1%)	3 (9.4%)			5 (15.6%)
Video recording system	5 (15.6%)	14 (43.8%)	2 (6.3%)	3 (9.4%)		8 (25.0%)
Computer in patrol car	1 (3.2%)	4 (12.9%)			2 (6.5%)	24 (77.4%)
Other						

Comments

The weapon ammunition is not interchangeable.

15. Please add any additional comments or suggestions that you have regarding improving the Uniform Services Bureau's effectiveness or efficiency.

Responses to this question varied. The most common responses were allow more field supervision of troopers, increase scheduling flexibility, decrease bureaucracy, and reduce paperwork.

UNIFORM SERVICES BUREAU
Michigan Department of State Police (MSP)
Survey of Troopers
Summary of Survey Results

Surveys distributed   271
Number of responses   128
Response rate   47.2%

The total number of responses for each item may not agree with the number of responses noted above because some respondents provided more than one response to an item and other respondents did not answer all items.

1. Do you have access to the official orders?

    128 (100.0%)   Yes   0   No

    If Yes, what methods do you use to access the official orders? (please check all that apply)

    25   Official order binder maintained at the post
    122   MSP intranet
    0   Other

2. Please indicate how you are made aware of new or revised official orders. (please check all that apply)

    12   Copies of orders are distributed to all troopers at the post
    33   Copies of orders are posted in a central location at the post
    81   MSP intranet
    19   E-mail
    23   Other: current materials book; verbally informed; 6 troopers indicated that they are
                not notified.

3. From the time that MSP issues new or revised official orders, generally how long is it before you receive the orders?

    55 (51.4%)   1 to 5 business days
    30 (28.0%)   6 to 10 business days
    8 (7.5%)   11 to 20 business days
    14 (13.1%)   More than 20 business days

4. Please indicate what resources you use to analyze crime trends affecting your area. (please check all that apply)

    23   I do not perform any crime trend analysis.
    12   Federal Bureau of Investigation (FBI) annual uniform crime report
    14   MSP activity comparison report
    2   911 board meetings
    95   Discussions with other troopers
    81   Discussions with local/county/federal public safety officers
    11   Local crime trend reports: crime lists generated by locals; meetings with local
                agencies.
    5   Other: news media.

5. How satisfied are you with the comprehensiveness of the training provided to you in enabling you to perform your job duties?

17 (13.4%)	Completely satisfied
74 (58.3%)	Mostly satisfied
27 (21.3%)	Somewhat satisfied
9 (7.1%)	Mostly dissatisfied
0	Completely dissatisfied

If you indicated less than "Completely satisfied," please indicate what additional training would be beneficial.

Responses to this question varied. The most common responses were investigative techniques, legal updates, terrorist/biochemical attacks, firearms, drugs, computers, driving, traffic enforcement, and Spanish language. Having expanded access to training was also a common response.

Questions 6 through 9 address overtime issues. If you do not work any overtime, please skip to question 10.

6. Please estimate how many hours of overtime you have worked in an average pay period during the past six months.

76 (61.8%)	1 to 5 hours	2 (1.6%)	16 to 20 hours
35 (28.5%)	6 to 10 hours	4 (3.3%)	Over 20 hours
6 (4.9%)	11 to 15 hours		

7. Please indicate which of the following describes the amount of overtime that you work.

5 (4.1%)	Too much
58 (47.9%)	Just right
58 (47.9%)	Not enough

8. Please indicate how the amount of overtime you work impacts how effectively you perform your duties?

21 (16.9%)	Very positively
28 (22.6%)	Positively
70 (56.5%)	No impact
4 (3.2%)	Negatively
1 (0.8%)	Very negatively

If you responded with "Negatively" or "Very negatively," please indicate what adverse effects it has.

Responses to this question varied. The most common responses were the negative impact that overtime has on personal life and being tired.

9. Please indicate which of the following factors contributes to the amount of overtime you are required to work: (please check all that apply)

36	Staff shortage
88	Court appearances
42	Special events
56	Other: traffic grants; investigations; complaints that occur at the end of the shift; holidays; canine work.

10. Are there duties to which you are currently assigned that you believe are an inappropriate or ineffective use of time?

  38 (30.9%)   Yes   85 (69.1%)   No

If Yes, please specify.

  Responses to this question varied. The most common responses were report writing, administrative or clerical duties, and responding to civil complaints.

11. Are there duties not currently assigned to you that you believe, if assigned, would enhance public safety?

  30 (26.8%)   Yes   82 (73.2%)   No

If Yes, please specify.

  Responses to this question varied. The most common responses were prevention and public relations work, increased patrol work, and specialized enforcement.

12.

	a. Please indicate if you have access to the following technologies:		b. If No, please indicate i access to thes technologies woul enable you to perfor your job duties mor effectively.	
	Yes	No	Yes	No
Internet access at the post	127 (99.2%)	1 (0.8%)	1 (100.0%)	
E-mail access at the post	74 (58.3%)	53 (41.7%)	26 (74.3%)	9 (25.7%)
Computer in your patrol car	34 (27.4%)	90 (72.6%)	71 (93.4%)	5 (6.6%)
Video recording system in your patrol car	55 (44.7%)	68 (55.3%)	43 (74.1%)	15 (25.9%)
800 MHz radio system	111 (87.4%)	16 (12.6%)	14 (100.0%)	
Other: Yes response - mobile data terminals; lojack; cellular phone. No response - mobile data terminals; radar.	6 (75.0%)	2 (25.0%)	2 (100.0%)	

13. Is there other technology that is currently not available to you would make your work more:

	Yes	No	Do Not Know
Effective	61 (54.0%)	12 (10.6%)	40 (35.4%)
Efficient	53 (52.0%)	9 (8.8%)	40 (39.2%)

If Yes, please specify.

Responses to this question varied. The most common responses were computers in the patrol cars, computerized identification/ticket writing/reporting programs, improved radios, night vision equipment, nonlethal munitions, and global positioning system (GPS) mapping.

14. Please rate the quality of the equipment assigned to you or available for your use.

	Excellent	Good	Fair	Poor	Very Poor	No Opinion
Vehicle	35 (27.6%)	64 (50.4%)	20 (15.7%)	6 (4.7%)		2 (1.6%)
Long gun(s)	51 (39.8%)	67 (52.3%)	8 (6.3%)			2 (1.6%)
Hand gun - primary	105 (82.0%)	22 (17.2%)				1 (0.8%)
Hand gun - secondary	61 (47.7%)	38 (29.7%)	20 (15.6%)	6 (4.7%)	2 (1.6%)	1 (0.8%)
Kevlar vest	40 (31.3%)	42 (32.8%)	29 (22.7%)	12 (9.4%)	2 (1.6%)	3 (2.3%)
Radar	14 (10.9%)	47 (36.7%)	39 (30.5%)	11 (8.6%)	6 (4.7%)	11 (8.6%)
Laser	32 (25.4%)	48 (38.1%)	19 (15.1%)	1 (0.8%)	2 (1.6%)	24 (19.0%)
Preliminary breath testers	47 (37.0%)	64 (50.4%)	11 (8.7%)	1 (0.8%)	1 (0.8%)	3 (2.4%)
800 MHz radio system	48 (37.5%)	45 (35.2%)	10 (7.8%)	7 (5.5%)	1 (0.8%)	17 (13.3%)
Video recording system	17 (13.5%)	35 (27.8%)	13 (10.3%)	4 (3.2%)	5 (4.0%)	52 (41.3%)
Computer in patrol car	6 (4.8%)	13 (10.5%)	10 (8.1%)	1 (0.8%)	2 (1.6%)	92 (74.2%)
Other: digital cameras; mobile data terminals; black lights; Tahoe vehicle.	5					
Other: prep radios; Canine.		2				
Other: prep radios.					2	

15. Please add any additional comments or suggestions that you have regarding improving the Uniform Services Bureau's effectiveness or efficiency.

Responses to this question varied. The most common responses were hire additional troopers, require less paperwork, allow more scheduling flexibility (10-hour days), and resolve the contract issues.

Glossary of Acronyms and Terms

AICS   Automated Incident Capture System.

D.A.R.E.   drug abuse resistance education.

effectiveness   Program success in achieving mission and goals.

efficiency   Achieving the most outputs and outcomes practical with the minimum amount of resources.

LEIN   Law Enforcement Information Network.

MSP   Michigan Department of State Police.

PAM   Police Allocation Manual.

PCSO   post community service officer.

performance audit   An economy and efficiency audit or a program audit that is designed to provide an independent assessment of the performance of a governmental entity, program, activity, or function to improve public accountability and to facilitate decision making by parties responsible for overseeing or initiating corrective action.

reportable condition   A matter that, in the auditor's judgment, represents either an opportunity for improvement or a significant deficiency in management's ability to operate a program in an effective and efficient manner.

team   An organizational work unit comprised of several troopers and supervisors. As a general rule, a team is not sufficiently staffed or capable of providing the full MSP services available at a post.

T.E.A.M.	Teaching, Educating, And Mentoring school liaison program.
USB	Uniform Services Bureau.